

SECRETARY OF DEFENSE DESIGNATE WILLIAM J. PERRY
 REMARKS UPON ANNOUNCEMENT BY PRESIDENT CLINTON OF NOMINATION AS
 SECRETARY OF DEFENSE
 WASHINGTON, D.C.
 JANUARY 24, 1994

PRESIDENT CLINTON: Thank you. Thank you very much, and good afternoon. I want to welcome all of you here, especially the distinguished members of Congress who are here and the members of Secretary Perry's family, whom he will introduce later.

One year ago I selected Dr. Bill Perry to serve as my deputy secretary of defense. Today, based on his lifetime of accomplishment and his solid leadership at the Pentagon, I am proud to announce my intention to nominate him as the next secretary of defense. He has the right skills and management experience for the job. He has the right vision for the job. He has served with real distinction as both undersecretary and deputy secretary of defense. For years and throughout his service this past year he has been at the cutting edge on defense issues.

Years ago he had a vision of the power of stealth technology, technology that helped the United States to win the Persian Gulf war and helped to save American lives. He's been a leader in reforming the Pentagon's procurement process and improving financial accountability. And I expect he'll have more to say about that today and in the weeks and months ahead.

He's been instrumental in developing a defense budget for the coming fiscal year that protects the readiness of our forces and promotes our aggressive efforts at defense conversion and the development of dual use technologies and the creation and the preservation of American jobs. And he played an important role in the recent break-through to eliminate Ukraine's nuclear weapons.

He brings a broad and valuable background to this job. He has proven experience in the private sector. He is chairman, director, and founder of several successful defense-related corporations. He served in the United States Army. His academic career as a professor of mathematics and engineering has also contributed to our nation's security.

And in every aspect of his work, Bill Perry has earned high respect from members of both parties

in the Congress and the military, among those who study military strategy, and in the business community. He's demonstrated leadership, integrity, and a mastery of his field. Time and again we heard about him what I have come to know personally: Bill Perry is a real pro -- you can depend on him. That's why Secretary Aspin and many others recommended that I select Dr. Perry for this post.

Let me note with appreciation that Secretary Aspin has agreed to stay, as he said he would, until his successor is confirmed.

Now we have a lot of work ahead of us. We need to continue reshaping our forces for this new era so that they remain the best-trained, the best-equipped, the best-prepared, and the most strongly-motivated in the world. We must implement the recommendations of the bottom-up review. We must continue to deal with the new threats of weapons proliferation and terrorism. We must continue our aggressive work at defense conversion to save and create American jobs and to maintain our industrial base that is so critical for our national defense. And we must reform the procurement process.

Bill Perry comes extraordinarily well prepared to meet these challenges. I hope and I trust that Congress will quickly confirm him, and I look forward to working closely with him as an integral part of the national security team. I think he will do a remarkable job.

Dr. Perry? (Applause.)

MR. PERRY: Thank you. (Applause.) Thank you very much.

Thank you, President Clinton, for the confidence you've shown in me by this nomination. If I'm confirmed, it will be a real privilege to serve as your secretary of defense.

I would like to take just a moment to introduce my family that is here -- my wife Lee, my daughter Robin, my son David. (Applause.) I have three other children not here today and eight children not here. But we have a large and a happy family.

Over the past year, I have welcomed the attention of President Clinton to the challenge of reshaping our forces for this new era, and we have worked to follow up the vision that Les Aspin had in establishing the bottom-up review. I appreciate also, Mr. President, your commitment to maintaining the readiness and the morale of our fighting forces.

I also look forward to serve because this is the time of great change, great challenge, and great opportunity. The national security problems facing the United States today are complex and difficult. We are making a transition from the security posture evolved to deal with the Cold War to a very different security posture. I look forward to carrying out your commitment to make those changes in a way that addresses the need of our military and civilian personnel, our defense facilities, and the communities that depend on them.

This new security posture must deal both with the problems in the post-Soviet world while we simultaneously seize the opportunities. We read about the problems every day -- in Mogadishu, Sarajevo, Pyongyang -- but we must not lose sight of the opportunities in this new post-Soviet world. For example, this year we have what I would call a window of opportunity to make a major reform to the defense acquisition system so that we can buy modern equipment for our military forces at affordable prices. The president's already made a commitment to readiness, but the acquisition of new equipment deals with the readiness th the Congress to establish real reform in the system, and it's long overdue.

Last week, Mr. President, at the NATO summit meeting, you provided leadership for the new Partnership for Peace and NATO. This partnership opens the door to a security partnership with our former enemies in the now extinct Warsaw Pact, but it does not draw a line dividing Europe at the very time we are trying to bring Europe together.

You also provided the leadership for the historic agreement on nuclear agreements weapons reached at the Moscow summit. When fully implemented, this agreement will see the country with the third-largest number of nuclear weapons in the world voluntarily become a non-nuclear state with all of its nuclear weapons dismantled. This summit agreement takes a major step back from the nuclear abyss and takes a major step forward for peace and stability in the world.

The British novelist Graham Greene once wrote, "There always comes a moment in time when a door opens and lets the future in." The ending of the Cold War opened such a door. The summit agreements will help us guide the future as it comes in.

Mr. President, I have great respect for the way you have been guiding our national security and I am enthusiastic about the opportunity to help you guide it. I understand very well the demands of this job and the strains that it puts on one's family. My family and I have discussed this at considerable length this weekend, and they fully support my decision.

Mr. President, I look forward to working with you, the vice president, General Shalikashvili, Tony Lake, Warren Christopher and the rest of our national security team, and I look forward to serving the American people. I thank you. (Applause.)

Q: Did you have to be persuaded to take this job? And what do you think will be the toughest part of it?

MR. PERRY: No, I did not have to be persuaded to take the job. I met with the president to discuss this job Friday morning, and I left that meeting fully prepared to take on the job. I had a meeting with my family that evening, because it's not just me that's getting into this job. I put them under considerable strains when I do it, too. And we had a follow-up meeting on Saturday morning with the White House, where I told them that, if I were -- had to accept the job at that time, my answer would have to be no. I met then with the vice president, and he told me I could take my time, take some more time on the decision, meet with my family further. I took advantage of that, and on Sunday afternoon I called the vice president back and said, "If you still want me for your secretary of defense, I'm eager to serve."

(Cross talk.)

Q: Why did you have second thoughts?

MR. PERRY: The second question here?

Q: Sir, why didn't you say yes immediately? What made you have to think about it?

MR. PERRY: I tried to explain that. It was because I did not want to drive my family into a decision -- into my decision without their support, and so I wanted to wait until I had their full support for it.

Q: Mr. President, why was this job so hard to fill?

MR. PERRY: Yes?

Q: Why was this hard -- job so hard to fill, Mr. President?

PRESIDENT CLINTON: It wasn't easy to fill -- wasn't hard to fill, I mean. We had an abundance of talented people to consider, but I asked Secretary Perry and he said yes. It wasn't difficult at all. I mean, I can't say anymore than you already know about what happened in the previous example, but we didn't go on a big search here. We had a very short list, and I quickly narrowed it to one. I had an interview with one person. I asked him if he'd take the job, and he did. I don't think that qualifies as difficult. Now, I have had some difficult positions to fill. This one wasn't.

Q: Well, what do you think he brings to the job that your current defense secretary did not?

PRESIDENT CLINTON: I don't think the two things are related. Secretary Aspin made his statement last month. We had our press conference on that. We answered your questions. That's got nothing to do with what we said here today.

(Cross talk.)

Q: Mr. Perry, are you going to go along with Secretary Aspin's views on military women in planes and ships and --

MR. PERRY: Yes.

Q: Good. (Laughter.)

Q: Stripping away the facade of -- (inaudible due to laughter.)

MR. PERRY: Secretary Aspin created many important legacies in his year. I mentioned the bottom-up review, his work on all of the social aspects of the military. In particular his advancement of the women in combat is one which I enthusiastically support.

Q: Dr. Perry, is there anything at all in your background that has come up over this past weekend of vetting that could conceivably cause you or the administration any problems during the Senate confirmation process? In that regard, I'm specifically also referring to the so-called "nanny problem".

MR. PERRY: Nothing has come up that I believe would cause me any problems in the confirmation process.

Q: Dr. Perry, do you think that the return to conservative government in Moscow, that there's a possibility there may be a new Cold War starting? I know it's early, but are there plans?

MR. PERRY: I would observe that we cannot control the events in other countries, including Russia, but we can influence them. And I believe the president has adopted a program to assist both

not just the Russians, but many of the nations in the former Soviet Union to help stabilize their economy, and this is the most constructive thing we can do to minimize the chance of that unfortunate disaster occurring.

Yes.

Q: Was your answer categorical about the nanny question, Dr. Perry?

Q: (Off mike) -- the budgetary crisis that the Pentagon faces and the possible difficulty it may have actually carrying out the blueprints the president's laid out.

MR. PERRY: The -- in order to carry out the bottom-up review with the funds that are proposed for it we will have to manage the Pentagon very well. We will have to have real acquisition reform, we will have to have careful planning and management of our programs. We have to do all of this while we're maintaining a very high level of readiness and a level of morale and cohesion in the military forces. It is a difficult management job, and I believe it's doable, and that's what I'm undertaking to do.

Thank you.

PRESIDENT CLINTON: Thank you very much. (Applause.)

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NEW YORK TIMES Jan. 25, 1994 Pg. 1

PENTAGON DEPUTY IS CLINTON'S CHOICE FOR DEFENSE CHIEF

Candidate Initially Said He Was Reluctant to Accept the Post

By DOUGLAS JEHL

Special to The New York Times

WASHINGTON, Jan. 24 — After searching unsuccessfully outside the Pentagon, President Clinton today nominated William J. Perry, the Deputy Defense Secretary, for the department's top post, choosing a candidate who had expressed initial reluctance to take the job.

Mr. Perry is Mr. Clinton's second announced choice to succeed the departing Defense Secretary, Les Aspin. His first pick, Bobby Ray Inman, a retired admiral and intelligence chief, abruptly announced last week that he was asking that his nomination be withdrawn.

Much like Mr. Inman, who said he did not want the job enough to go

through the nomination process, Mr. Perry said today that he told the White House on Saturday that he was not ready to accept a promotion. But he said he decided on Sunday to go forward after being assured by his family of their full support.

'Eager to Serve'

With Mr. Clinton at his side at a White House announcement this afternoon, Mr. Perry said he told Vice President Al Gore on Sunday afternoon, "If you still want me to be Secretary of Defense, I'm eager to serve."

In choosing Mr. Perry, a 58-year-old former engineering professor at Stanford University, Mr. Clinton turned to a

man widely admired within the Pentagon and on Capitol Hill, where lawmakers from both parties responded with praise to the news of his nomination.

In Mr. Perry, Mr. Clinton has chosen the first technocrat to be named to the post since Harold Brown was Defense Secretary in the Carter Administration. While best known for his expertise in matters of military technology, Mr. Perry is regarded as a skilled manager who would bring broad experience in Government, academia and high-technology industries to the job.

Instincts and Poise Questioned

But skeptics on Capitol Hill and even within the Administration questioned whether the self-effacing former mathematician had the quick instincts and poise to become a full partner in Mr. Clinton's national security team.

Mr. Clinton passed over Mr. Perry twice before in choosing a Defense Secretary. And after Mr. Inman made clear that he might back out, the White House first discussed the job with Senator Sam Nunn, the Georgia Democrat, and former Senator Warren B. Rudman. The White House invited Mr. Perry to meet with the President only after Mr. Nunn and Mr. Rudman had rebuffed the overtures.

Today, however, the President and his top aides sought to shift attention from the ordeal of that search to a celebration of its culmination. Mr. Clinton insisted that he had never actually offered the job to anyone but Mr. Perry, and said "It wasn't difficult at all" to fill the post.

"Time and again we heard about him what I have come to know personally," the President said of his nominee. "Bill Perry is a real pro; you can depend on him."

By announcing Mr. Perry's appointment this afternoon, Mr. Clinton erased what could have seemed a major blemish as he delivers his State of the Union Message on Tuesday night.

Mr. Aspin will remain on the job until his successor is confirmed by the Senate. But because Mr. Perry won easy confirmation to his current job less than a year ago, White House officials were holding out hope tonight that the transition could be made before Congress adjourns next month for a holiday recess.

'Has Done a Good Job'

Congressional officials said tonight that they knew of nothing that would stand in the way of Mr. Perry's confirmation. Joining Democrats in expressing admiration for the nominee, Senator Strom Thurmond of South Carolina, the ranking Republican on the Senate Armed Services Committee, said: "I have worked well with Dr. Perry in the past, and he has done a good job."

Mr. Perry, who served briefly at the Defense Department in the Carter Ad-

administration under Defense Secretary Harold Brown, has maintained a low public profile since returning to Government last year. As the Pentagon's No. 2 official, however, he has managed to win the trust and confidence of the military establishment while taking charge of efforts to overhaul the way the Defense Department spends money on acquisition and research.

If he is confirmed as Defense Secretary, the White House is likely to nominate as his successor John M. Deutch, currently undersecretary for acquisition and technology, the department's No. 3 official.

At his formal introduction this afternoon in the Grand Foyer on the State Floor of the White House, Mr. Perry stood quietly with his hands folded in front of him and appeared somewhat ill at ease. But he said his only second thoughts about taking the job had been related to his concern about the "considerable strains" it would impose on

his family.

"I did not have to be persuaded to take this job," Mr. Perry said. He said he simply had not been ready on Saturday morning to accept and had told Thomas F. McLarty 3d, the White House chief of staff, "that if I had to accept that job at that time, my answer would have to be no."

An account provided by White House and Pentagon officials nevertheless made clear that Vice President Al Gore, a long-time friend, put considerable pressure on Mr. Perry in the hours after he said he was not ready to accept the job.

The officials also said they had little doubt that Mr. Perry felt some personal qualms about accepting a job that had not gone well for his two immediate Democratic predecessors. "Here's a guy who saw Harold Brown and Les Aspin up close," a senior White House official said. "Of course you'd think it through pretty carefully."

Mr. Brown's tenure was marked by

disputes with the military over cutbacks in military spending.

Pressure From Gore

The officials said that when Mr. Clinton first met with Mr. Perry last Friday, he asked him only if he was willing to be considered for the job, and Mr. Perry agreed. But after Mr. Perry spoke Friday night with his wife of 46 years and five grown children, he decided he was not ready to go forward with the next step in the process, a Saturday morning meeting with White House lawyers to review potential obstacles to his confirmation.

Mr. Perry phoned Mr. McLarty to inform him of his misgivings. Almost immediately he was invited by Mr. Gore to the Vice President's residence for a meeting in which he was assured he had time to make up his mind but was also told that he should not let Mr. Clinton down by declining.

Associates of Mr. Perry said Mr. Gore had also sought during the after-

noon conversation to correct the candidate's impression that he was not the President's top choice. Mr. Perry had been made particularly uneasy, the associates said, by a question from the President asking whether he would be willing to stay on in the No. 2 job if passed over for the job.

After calling Mr. Gore at about 2 P.M. on Sunday to tell him he would accept the post if offered, Mr. Perry also telephoned Mr. McLarty, and the meeting with White House lawyers went forward on Sunday afternoon.

Mr. Clinton spent the weekend at Camp David. His aides said he had settled on Mr. Perry as his nominee by the time he returned to the White House on Sunday evening and was relieved to be able to make the announcement today.

The President said today he had chosen Mr. Perry "based on his lifetime of accomplishment and his solid leadership at the Pentagon."

NEW YORK TIMES

Jan. 26, 1994

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A Shift in Direction for Pentagon

Nominee for Defense Secretary Is Expected to Look Inward

By ERIC SCHMITT
Special to The New York Times

WASHINGTON, Jan. 25 — With great fanfare, Defense Secretary Les Aspin set out last year to develop a mini-State Department at the Pentagon. He created posts on human rights, peacekeeping and arms proliferation in an outward-looking effort to widen the Pentagon's influence in international policy.

News
Analysis

Under William J. Perry, President Clinton's choice to replace Mr. Aspin, the Pentagon is likely to take a hard turn inward, looking more intensely at issues like streamlining the unwieldy system of buying weapons and guiding the battered military industry to a soft post-cold war landing.

The two approaches say a lot about the strengths and interests of each man, and their differences foreshadow how priorities at the Pentagon may subtly shift under Mr. Perry's stewardship.

"Aspin is concerned more about broad defense and foreign issues," said Philip A. Odehn, a former Defense Department and National Security Council official who knows both men well. "Perry is going to be focused on a combination of working the inside, budget and program issues, as well as on reforms in the acquisition area."

Change in Style

To be sure, Mr. Perry is not about to neglect major policy issues. He has been involved in monitoring North Korea's nuclear program and negotiating Ukraine's agreement to give up its nuclear arms. But any foreign policy role has taken a back seat to Mr. Perry's duties of running the Pentagon's daily operations.

Stylistically, the changes will be more obvious. In his years on Capitol Hill, Mr. Aspin was highly regarded for his intellect, but when he moved to the Pentagon his lawmaker's acumen did not exactly translate. Military officers, in particular, expressed frustration with him, complaining about organizational shortcomings and a penchant for thinking out loud, and saying he caused confusion by raising options that were not likely to be seriously considered.

Mr. Perry, a soft-spoken man with a firm demeanor, has earned the respect of generals and admirals for his tightly run meetings, clearly defined objectives and crisp instructions — all of which reminds the brass of their own military upbringing.

Close cooperation and communication with his senior commanders is important for Mr. Perry. Even with Gen. Colin L. Powell's departure as Chairman of the Joint Chiefs of Staff

last fall, the military still carries a great deal of influence at the White House because of the Administration's continuing efforts to repair its rocky relations with the troops.

But the ascendancy of Mr. Perry, a high-technology visionary who made millions of dollars after starting a military electronics company, E.S.L. Inc., and who later served as the Pentagon's director of research and engineering in the Carter Administration, puts a spotlight on several knotty internal management issues that have largely escaped public notice.

"We read about the problems every day in Mogadishu, Sarajevo and Pyongyang, but we must not lose sight of the opportunities in this new post-cold war world," Mr. Perry said at the White House on Monday.

Mr. Perry went on to describe not some new foreign policy initiative but a clarion call for a simpler, more reasonable system to buy weapons. Savings would be applied toward another problem: keeping combat troops properly trained and equipped in the face of declining budgets.

Supporting the Pentagon's new strategy on fighting wars, which requires American forces to conduct two wars nearly simultaneously in different parts of the world, is a challenge that would have faced either Mr. Aspin or Mr. Perry.

Some in Congress are already complaining that the Administration has overcommitted a shrinking armed forces. "We don't have anywhere near

the forces to fight a two-point war," Representative John P. Murtha, an influential Pennsylvania Democrat who heads the House Defense Appropriations Subcommittee, told reporters today.

Mr. Perry, a mathematician by training, has done the arithmetic, and knows the margin is razor-thin.

"In order to carry out the bottom-up review with the funds that are proposed for it we will have to manage the Pentagon very well," Mr. Perry said on Monday. "We will have to have real acquisition reform. We will have to have careful planning and management of our programs. We'll have to do all this while we're maintaining a very high level of readiness and a level of morale and cohesion in the military forces."

A year ago, when the Administration was still voicing a more activist foreign policy, Mr. Perry's strengths might not have been as well suited to the top Pentagon job. But the sobering experiences in Bosnia, Haiti and Somalia have forced the Administration to pull back and re-examine the use of American force in third-world conflicts. Mr. Aspin's vaunted policy team is likely to be reshuffled. And Mr. Perry's strengths seem a closer fit with the department's most pressing needs.

Norman R. Augustine, the head of the Martin Marietta Corporation, who was mentioned as a candidate for the Secretary's job, said, "Bill Perry is a sound choice who equally well understands guns and plowshares."